

Custodial & Janitorial Services Provider

RFP PROPOSAL



[SERVICE PROVIDER LOGO]

[Client] RFP

Provision of Custodial and Cleaning Services

TECHNICAL PROPOSAL



SUBMITTED TO

[Client Contact]

[Title]

[Client]

[Client Address]

[Phone]

SUBMITTED BY

[Authorized Representative]

[Title]

[Service Provider]

[Phone]

[Email]

Table of Contents

This document is a curated sample of a full proposal prepared by [Service Provider]. Sections marked “—” form part of the complete proposal and are available on request; the pages that follow present selected excerpts. Client-identifying details have been replaced with placeholders, and pricing is provided under separate cover.

Table of Contents	1
1. Cover Letter	3
2. Executive Summary	5
2.1 Our Understanding of [Client]’s Needs	5
2.2 Our Service Approach	6
2.3 Our Health, Safety, and Training Foundations	6
2.4 Our Staffing, Supervision, and Capacity	6
2.5 Our Quality Assurance and Client Service Approach	7
2.6 Our Value to [Client]	7
3. Understanding of Requirements	8
3.1 Understanding of [Client]’s Operating Context	8
3.2 Understanding of the Required Scope of Services	9
3.3 Understanding of Performance, Safety, and Compliance Expectations	9
3.4 Understanding of Operational Rhythms and Event Demands	10
3.5 Understanding of the Relationship and Reporting	10
4. Service Delivery Model and Methodology	—
4.1 Service Philosophy	—
4.2 Routine Cleaning Program	—
4.3 Event and Peak-Period Support	—
4.4 Waste, Recycling, and Special Materials	—
4.5 Mobilization and Transition	—
5. Staffing, Supervision, and Organizational Structure	12
5.1 Organizational Structure for [Client]	12
5.2 Roles and Responsibilities	12
5.3 Staffing Levels and Shift Coverage	15
5.4 Recruitment, Screening, and Retention	16
6. Health & Safety Program	—
6.1 Health & Safety Management System	—
6.2 Roles and Responsibilities	—
6.3 Hazard Identification and Control	—
6.4 Incident and Emergency Response	—
6.5 WHMIS and Chemical Safety	—
6.6 Personal Protective Equipment	—
6.7 Health & Safety Monitoring	—
7. Safe Work Procedures (SWPs) and Standard Operating Procedures (SOPs)	—
7.1 Structure of SWPs and SOPs	—
7.2 Key Safe Work Procedures	—
7.3 Standard Operating Procedures	—

7.4 Control of Documents	—
7.5 Application to This Contract	—
8. Training and Competency	—
8.1 Training Framework.....	—
8.2 Core and Role-Specific Training.....	—
8.3 Site-Specific Training.....	—
8.4 Training Matrix and Records.....	—
8.5 Refresher and Ongoing Training.....	—
8.6 Competency Verification	—
9. Quality Assurance and Performance Management.....	19
9.1 Cleaning Standards and Service Levels	19
9.2 Inspection and Monitoring Program.....	20
9.3 Issue Resolution and Corrective Action.....	20
9.4 Continuous Improvement	21
9.5 Documentation, Records, and Transparency.....	22
10. Environmental and Sustainability Practices	—
10.1 Environmental Approach	—
10.2 Products and Materials	—
10.3 Waste and Recycling Support	—
10.4 Resource Efficiency	—
10.5 Equipment and Methods	—
10.6 Staff Awareness.....	—
10.7 Alignment with Client Initiatives	—
11. Company Profile and Experience	—
11.1 Company Overview.....	—
11.2 Areas of Expertise	—
11.3 Representative Experience	—
11.4 Systems and Certifications.....	—
11.5 Insurance and Bonding.....	—
11.6 Why [Service Provider]	—
12. References	—
13. Value-Added Benefits and Innovations.....	24
13.1 Structured Reporting and Operational Transparency	24
13.2 Enhanced Event Support Practices	24
13.3 Practical Communication Channels	25
13.4 Documentation as a Value-Add, Not Just Compliance	25
13.5 Environmental Enhancements and Stewardship Support	25
13.6 Flexibility and Scalability as Built-In Features	25
13.7 Partnership-Oriented Service Reviews	26
14. Appendices – Technical Volume.....	—

1. Cover Letter

[Date]

Addressed to:

[Client Contact]

[Title]

[Phone]

[Client]

[Client Address]

Dear [Client Contact],

Re: Provision of Custodial and Cleaning Services at [Client]

[Service Provider] ("[Service Provider]") is pleased to submit this proposal in response to [Client]'s Request for Proposal for the provision of custodial and cleaning services. We have structured our submission to demonstrate that we understand the unique operational requirements of your multi-venue campus, and that we have the people, systems, and experience necessary to support your year-round programming and visitor experience.

As a custodial and janitorial services provider based in the Greater Toronto Area, we have developed our capabilities specifically around high-traffic, multi-use facilities. We have supported environments that welcome large numbers of visitors, operate on extended schedules, and require a consistently high standard of cleanliness and safety. Through these engagements, we have gained a practical appreciation of what it takes to maintain theatres, public washrooms, galleries, offices, outdoor spaces, and specialized venues in a way that protects both users and the reputation of the facility.

Our goal is to provide quality services to clients seeking a safe, healthy, clean, and professional environment. Our team is dedicated to continuously exceeding the expectations of those clients through value, honesty, and integrity. We believe that a solid relationship with our clients is essential to success, and we achieve that by providing excellent quality of service at an affordable price.

Our client base ranges from large corporate organizations to independently run businesses. Our main mission is to provide the same attention, service, dedication, and quality of service to each client, regardless of size.

For [Client], we have prepared a service approach that aligns with the Scope of Work, Planned Preventive Maintenance schedules, and attachments contained in the RFP. We have paid particular attention to the balance between routine cleaning and event-driven demands, recognizing that your site combines daily community use with festivals, performances, and seasonal activities. Our proposed model integrates staffing for base operations, porter coverage for high-traffic periods, and flexible resources that can be assigned to pre-event, during-event, and post-event cleaning needs.

We confirm that we have carefully reviewed the RFP documentation, including the Scope of Work, PPM schedules, Contractor Health and Safety Requirements, supplies list, and all related instructions. We have prepared our response on the basis of full compliance with these requirements and with applicable legislation, including the Ontario Occupational Health and Safety Act and WHMIS. Our pricing has been presented using the prescribed forms and developed to cover the complete scope of services outlined, without qualifications or exclusions.

Within our organization, we have established a documented framework of policies, procedures, and Safe Work Practices that governs how we manage health and safety, training, quality, and day-to-day custodial operations. We have invested in defining clear roles and responsibilities, standardizing cleaning methods, and formalizing our training and inspection practices. These foundations give us the ability to mobilize quickly on complex sites, maintain consistent service levels, and respond constructively when issues arise. For this engagement, we have aligned that framework with the specific requirements of [Client] so that our internal systems support your expectations from the outset.

We strongly believe that the key to successful job performance is knowledge, training, and supervision. We have built a large base of satisfied clients because we are responsive, provide hands-on supervision, and offer innovative training and motivation to our employees.

We confirm that this proposal, including all supporting documents and pricing schedules, remains open for acceptance for the period specified in the RFP. We further confirm that the undersigned has full authority to bind [Service Provider] to the commitments described in this submission.

We appreciate the opportunity to present our proposal to [Client]. We have welcomed the chance to consider the needs of your site in detail, and we have approached this submission with the intention of establishing a long-term, collaborative relationship. Should you require any clarification or additional information, we have provided direct contact information below and are ready to respond promptly.

Thank you for considering our proposal.

Yours sincerely,

[Authorized Representative]

[Title]

[Service Provider]

[Phone]

[Email]

2. Executive Summary

[Service Provider], formerly [Prior Company Name], is a corporation registered in Ontario (registration no. [Registration No.]). Beginning more than three decades ago in janitorial and building maintenance, the company has grown substantially under the direction and leadership of its [Founder], and now also offers a full range of trades services to support our clients' business operations.

We have built [Service Provider] as a people-first company, with a workforce composed largely of women in front-line and supervisory roles. We are committed to paying fair wages that respect the value of custodial work and support long-term stability for our staff and their families.

We have also supported team members who are improving their language skills by encouraging and accommodating participation in English and ESL study programs. Where possible, we adjust schedules and provide flexible hours so that workers can attend classes while maintaining steady employment.

Beyond the workplace, we take part in community initiatives that support newcomer women and families in the Greater Toronto Area, including informal mentoring, referrals to community resources, and participation in local events. Through these efforts, we aim not only to deliver reliable custodial services, but also to contribute in a practical way to the communities where our employees and clients live and work.

[Service Provider] has prepared this proposal to demonstrate that we have the capability, structure, and experience required to act as [Client]'s custodial and cleaning services partner for the full term of this contract. We have designed a service model that responds directly to your operational realities: a multi-venue, publicly accessible campus with a mix of theatres, galleries, offices, outdoor spaces, and specialized facilities, operating year-round with a strong emphasis on events and seasonal programming.

2.1 Our Understanding of [Client]'s Needs

We understand that [Client] requires more than basic janitorial support. You have a complex environment that accommodates daily community use, high-profile performances, festivals, educational and cultural programming, and extensive public activity. As a result, you require a partner that can sustain:

- Consistent, visible cleanliness in public and staff areas
- Reliable servicing of public washrooms and high-traffic zones
- Safe, discreet support before, during, and after events
- Robust health and safety practices that meet legislative and internal requirements
- Flexibility to respond to seasonal variations and changing program schedules

We recognize that your Scope of Work and Planned Preventive Maintenance (PPM) schedules have already translated these needs into specific tasks and frequencies. Our proposal has been built around those defined requirements, rather than around a generic custodial model.

2.2 Our Service Approach

In response, we have developed a service delivery approach organized around three core elements: structured routine cleaning, event-responsive coverage, and a documented management framework that integrates health and safety, training, and quality assurance.

- **Structured routine cleaning:** We have aligned our daily, weekly, monthly, and seasonal tasks with the PPM and Scope of Work provided in the RFP. We have organized cleaning programs by space type — washrooms, offices, public areas, back-of-house, outdoor walkways and plazas, and specialized spaces — so that each area has a clear schedule and set of expectations.
- **Event-responsive coverage:** We have integrated base staffing with dedicated porter and support roles for events and peak periods. We have accounted for pre-event preparation, during-event washroom and public-area monitoring, and post-event turnaround, recognizing that these demands are highly visible to your visitors and central to their experience.
- **Documented framework:** We have anchored this approach in a written framework of policies, procedures, and Safe Work Practices that guide how we recruit, train, supervise, and support staff. We treat documentation not as an administrative exercise but as a practical tool that gives [Client] confidence in how work is being managed behind the scenes.

2.3 Our Health, Safety, and Training Foundations

We place health and safety at the centre of our proposal. We have established a written Health & Safety Management System that defines responsibilities for management, supervisors, and workers; sets out procedures for hazard identification and control; and describes how incidents, near misses, and hazards are reported and addressed. We have aligned this system with the Ontario Occupational Health and Safety Act, WHMIS requirements, and the Contractor Health and Safety Requirements set out by [Client].

We complement this system with a structured training program. We have defined the training required for each role — Site Manager, supervisors, porters, office cleaners, washroom custodians, and outdoor staff — and maintain a Training Matrix to track completion and renewals. Staff assigned to [Client] are planned to receive:

- Corporate orientation and core health and safety training
- WHMIS and task-specific training related to chemicals, equipment, and cleaning methods
- Site-specific orientation covering your rules, emergency procedures, and event operations

We integrate written Safe Work Procedures for key tasks — such as wet floor care, washroom cleaning, chemical handling, and biohazard response — into this training so that the methods we teach are consistent, repeatable, and aligned with risk controls.

2.4 Our Staffing, Supervision, and Capacity

We have designed a site-specific organizational structure for [Client] anchored by a dedicated Site Manager (or Contract Manager), supported by one or more Lead Hands or Supervisors and a team of trained custodial staff. Every shift has a clear point of supervisory contact, and escalation paths for operational or safety issues are defined.

We have identified staffing levels that correspond to the contract term, including seasonal adjustments. We plan to maintain a stable core team familiar with [Client]’s facilities, supported by additional personnel from our broader GTA workforce to handle surges, events, vacancies, or short-notice needs. This approach has given our existing clients confidence that service continuity is maintained even when unexpected circumstances arise.

2.5 Our Quality Assurance and Client Service Approach

We have developed a quality assurance model that combines routine inspections, documented checklists, and clear issue-resolution processes. We carry out regular inspections of washrooms, public areas, offices, and outdoor spaces, documenting the condition of each area and the completion of scheduled tasks. We use this information not only to correct individual issues but also to identify patterns and opportunities for improvement.

We understand that timely, transparent communication with [Client] is essential. We therefore incorporate into our model:

- A designated management contact responsible for overall service performance
- Structured channels for daily contact and urgent issues
- The ability to provide periodic summary reporting (inspections, incidents, service requests) where desired

We view these practices as part of providing not just cleaning, but a managed custodial service that is accountable, visible, and easy to work with.

2.6 Our Value to [Client]

In summary, we bring together:

- Experience in high-traffic, multi-use environments in the GTA
- A tailored service model grounded in your Scope of Work and PPM schedules
- A formal Health & Safety Management System and written Policies & Procedures (available upon request)
- Defined training and Safe Work Procedures for all major custodial tasks
- A staffing and supervision structure designed specifically for [Client]
- A quality and communication approach focused on reliability, responsiveness, and continuous improvement

Through this proposal, we aim to show that [Service Provider] has the readiness, structure, and commitment to support [Client] as a dependable custodial and cleaning partner over the full term of the contract.

3. Understanding of Requirements

[Service Provider] has approached this RFP on the basis that a strong proposal starts with a precise understanding of [Client]’s operational environment and service expectations. We have reviewed the RFP documents — including the Scope of Work, Planned Preventive Maintenance (PPM) schedules, Contractor Health and Safety Requirements, and supplies attachment — and aligned our service model with these requirements rather than relying on a generic custodial template.

3.1 Understanding of [Client]’s Operating Context

We understand that [Client] operates as a multi-venue, publicly accessible cultural and recreational campus. Your facilities include:

- Indoor theatres and performance venues
- Galleries and exhibition spaces
- Studios, classrooms, and program spaces
- Administrative and back-of-house areas
- Public washrooms in multiple locations
- Lobbies, corridors, stairwells, and circulation areas
- Outdoor plazas, walkways, and gathering spaces
- Specialized outdoor and satellite facilities

These studios, classrooms, and program spaces also support school visits, day trips, and summer camps, which bring concentrated peaks of children and youth at specific times of the day and year. We recognize that these programs require a high standard of cleanliness in washrooms, corridors, and program rooms, as well as fast turnaround between groups using the same spaces.

As a result, space usage varies significantly across the day, across the week, and across the year, and custodial services need to keep pace with that variability.

Drawing on previous experience supporting comparable multi-venue campuses, we have a full understanding of building operations, flow of people, and event schedules. Planning staff coverage is straightforward for us, as we:

- Schedule regular shifts and event coverage based on advance information
- Use weekly custodial team meetings (for example, every Thursday) to confirm upcoming events and program peaks
- Coordinate staffing so that high-traffic areas, school groups, and children’s programs receive appropriate monitoring and response

Coordination with [Client]’s internal staff is seamless, as we assign staff based on traffic patterns, typical program times, and the required monitoring frequency for key areas.

3.2 Understanding of the Required Scope of Services

Based on the Scope of Work and PPM schedules, we understand that [Client] requires a comprehensive custodial and cleaning service that covers:

- Daily and periodic cleaning of all interior spaces, including public and staff washrooms, offices, galleries, performance venues, corridors, stairwells, storage rooms, and back-of-house areas
- Cleaning and upkeep of outdoor spaces such as entrances, walkways, plazas, and other exterior areas included in the RFP
- Regular servicing of waste and recycling receptacles, including transport of waste to designated collection or storage areas
- **Event-related services**, including pre-event preparation, set-up and strike of furniture, porter services during events, and post-event turnaround cleaning

For events, we understand that our responsibilities go beyond basic janitorial work. Prior to events, we:

- Prepare and organize furniture such as tables, chairs, podiums, dividers, and other fixtures needed for the event
- Strike or remove furniture used on a daily basis to clear space for the specific event layout
- Coordinate with [Client]'s event and operations teams so that furniture is staged in locations that are easy to access and move

After events, we:

- Strike event furniture and equipment
- Return and set up the original furniture and room layouts used for day-to-day programs
- Ensure that spaces are ready either for regular programming (including school visits and camps) or for the next scheduled event

In addition, we understand that the Scope of Work includes:

- Seasonal and periodic deep cleaning as defined in the PPM (e.g., floor refinishing, high dusting, detailed washroom descaling, intensive carpet care)
- Support for the stocking and management of consumables listed in the supplies attachment

We note that the RFP has already specified tasks, frequencies, and, in some cases, timing expectations for different areas. Our proposed service delivery model respects these predefined requirements and integrates them into daily, weekly, and event-driven work patterns, rather than imposing a conflicting structure.

3.3 Understanding of Performance, Safety, and Compliance Expectations

We understand that [Client] places a strong emphasis on:

- **Cleanliness and presentation:** Public-facing spaces must present well at all times, especially during events and peak visitation periods. Washrooms, lobbies, and key circulation routes are particularly critical.
- **Safety and risk control:** Custodial operations must support a safe environment for patrons, performers, and staff. This includes controlling slip and trip risks, handling chemicals properly,

dealing with potential biohazards in washrooms and event spaces, and respecting emergency routes and procedures.

- **Legislative compliance:** Services must comply with the Ontario Occupational Health and Safety Act, WHMIS, and any other relevant legislation or codes.
- **Contractor Health and Safety Requirements:** [Client] has set out specific expectations for contractors, including incident reporting, adherence to site rules, and participation in safety processes.
- **Reliability and responsiveness:** Beyond routine work, there is an expectation that the contractor responds quickly to ad hoc requests, spills, complaints, or changes in program schedules.
- **Professional conduct and discretion:** Custodial staff work in visible public areas, in proximity to audiences, artists, and staff, and sometimes in sensitive spaces. [Client] requires that staff behave professionally, respect privacy, and work discreetly during events and performances.

We have aligned our proposed approach with these expectations by emphasizing structured supervision, clear communication channels, and a documented framework for health and safety, training, and quality assurance.

3.4 Understanding of Operational Rhythms and Event Demands

We recognize that [Client] does not operate as a static office building but as an active campus whose custodial needs fluctuate with programming. For example:

- Weekday needs often focus on a mix of office, program, and light public use
- Evenings and weekends frequently see performances, festivals, and rentals
- Seasonal activity (summer programs, winter events) alters visitor volumes and the intensity of use of certain spaces

On this basis, we understand that [Client] requires a contractor that has:

- A stable base staffing structure aligned with normal operating hours and daily PPM tasks
- Additional staffing capacity and planning to cover event periods and seasonal surges
- The ability to coordinate closely with your operations and events teams to adjust coverage in response to program calendars

We have incorporated this understanding into our staffing, scheduling, and service delivery model, described in the following sections.

3.5 Understanding of the Relationship and Reporting

Finally, we understand that [Client] is seeking not only a vendor but a service partner. The relationship requires open communication, transparency in how work is planned and monitored, and a willingness to collaborate on solutions when new requirements or challenges emerge.

We recognize that you expect:

- A clearly identified management contact and supervisory structure
- Regular opportunities to discuss performance, upcoming events, and any concerns

-
- Access to documentation that shows how health and safety, training, and quality are managed

We have prepared this proposal with those expectations in mind, and have framed our approach so that our internal systems — including the Policies & Procedures Manual and associated tools — support this type of relationship rather than operating in isolation.

Copyright - The Write Direction Inc.

5. Staffing, Supervision, and Organizational Structure

[Service Provider] has structured its staffing and supervision model so that [Client] has a dedicated, clearly organized team with defined responsibilities and reliable coverage across all operating hours. We treat staffing as a strategic component of service quality, not just a matter of filling shifts, and we have built an organizational structure that supports accountability, communication, and continuity.

We have organized this section into four parts:

- 5.1 Organizational Structure for [Client]
- 5.2 Roles and Responsibilities
- 5.3 Staffing Levels and Shift Coverage
- 5.4 Recruitment, Screening, and Retention

5.1 Organizational Structure for [Client]

We have designed a site-specific organizational structure that places a dedicated Site Manager at the centre of the [Client] account, supported by Supervisors, Lead Hands, an HR Coordinator, and front-line custodial staff.

At a high level, our structure for this contract includes:

- **Site Manager** — Overall accountability for service delivery, client relationship, and contractual performance at [Client].
- **Supervisors** — Quality checks, adherence to cleaning schedules, coordination of floor plans for event set-ups and strikes, and reporting of deficiencies and issues to the Site Manager.
- **Lead Hands** — Direct oversight of daily operations on the floor, including task assignment, real-time coordination of staff, and support to Supervisors in managing the workflow.
- **HR Coordinator** — Staffing, recruitment support, training coordination, supply procurement, logistics, and administrative coordination for the [Client] account.
- **Custodial Team Members** — Porters, office cleaners, washroom custodians, outdoor-related staff, and event-support staff assigned according to the Scope of Work.

Above the Site Manager, an Operations Manager provides additional oversight and support and remains available to [Client] as a second-level point of contact for strategic or escalated matters.

We use an organizational chart to make this structure transparent. The chart identifies each role, the reporting lines between roles, and the primary points of contact for [Client]’s operations, events, and administrative representatives. This ensures that [Client] knows exactly who to contact for day-to-day matters, for urgent issues, and for periodic reviews.

[Organizational chart provided in the full proposal.]

5.2 Roles and Responsibilities

We have defined clear, written roles and responsibilities for each position in the [Client] team. These role definitions are documented in job descriptions and reflected in our Policies & Procedures Manual.

This clarity supports consistent performance, predictable supervision, and effective communication between [Service Provider] and [Client].

[P&P Ref: Job Descriptions]

5.2.1 Site Manager

We assign a dedicated Site Manager for [Client] who acts as the single point of accountability for this contract. In practice, the Site Manager:

- Takes overall responsibility for the planning, coordination, and quality of custodial and cleaning services across all [Client] facilities.
- Acts as the primary liaison with [Client] management and key stakeholders for both day-to-day and strategic performance discussions.
- Coordinates closely with Supervisors, Lead Hands, and the HR Coordinator to align staffing, training, supplies, and logistics with the operational and event schedule at [Client].
- Reviews inspection results, incident reports, and client feedback, and ensures that corrective actions are implemented, tracked, and verified.
- Leads regular service review meetings with [Client], where requested, and contributes to planning for upcoming events, seasonal changes, and operational adjustments.
- Holds authority to make day-to-day operational decisions, to reallocate staff across zones in response to emerging needs, and to escalate issues internally to the Operations Manager, HR, or senior management when additional resources or approvals are required.

The HR Coordinator keeps the Site Manager informed about staffing progress, training status, and any HR-related issues, so that the Site Manager has full visibility into both operational and people-related aspects of the service.

5.2.2 Supervisors / Lead Hands

We allocate Supervisors and Lead Hands to provide direct, on-the-ground oversight during shifts and to maintain a strong management presence in both routine and event conditions.

Supervisors:

- Assign daily tasks to staff based on pre-defined schedules, zone responsibilities, and event requirements.
- Conduct quality checks and verify completion of tasks using checklists, walk-throughs, and inspection tools, and document issues requiring follow-up.
- Ensure adherence to cleaning schedules and adjust task priorities in response to real-time conditions (visitor volumes, event changes, or urgent requests).
- Coordinate floor plans and furniture layouts with event planners and [Client] focal persons, including the set-up and strike of tables, chairs, podiums, dividers, and other furnishings.
- Provide on-the-job coaching and reinforcement of training and Safe Work Procedures, particularly for new hires and staff taking on new tasks.
- Conduct routine inspections of washrooms, public areas, offices, galleries, program spaces, and outdoor areas to ensure that standards are met.

-
- Serve as the first point of contact for [Client] staff during their shift, addressing concerns promptly or escalating them to the Site Manager when necessary.
 - Ensure that health and safety requirements — such as use of PPE, reporting of hazards, and adherence to emergency procedures — are followed by all staff.

Lead Hands provide additional on-floor leadership by:

- Guiding and supporting custodial staff during each shift and ensuring that assigned tasks are completed safely and efficiently.
- Acting as the first on-floor contact for quick problem solving, including last-minute layout adjustments, spill response, and urgent cleaning requests.
- Helping to maintain workflow during busy events by coordinating the movement of porters and event-support staff between zones.
- Relaying field-level observations and suggested improvements to Supervisors and the Site Manager so that recurring issues can be addressed permanently.

5.2.3 Custodial Team Members

We staff the front-line custodial team with individuals whose roles include:

- **Porters:** Focusing on high-traffic public areas and washrooms during operating hours and events, performing frequent checks, quick cleaning, replenishment of consumables, and rapid response to spills or visible issues.
- **Office / Administrative Area Cleaners:** Providing scheduled cleaning of offices, meeting rooms, and similar spaces, typically outside peak office hours, and supporting readiness for meetings, programs, and day camps.
- **Washroom Custodians (on call):**
 - Assigned on an on-call basis at the request of [Client], primarily to support overload situations caused by events or peak visitor volumes.
 - Focused on public washrooms only, providing intensified servicing and fast response during busy periods.
 - Not responsible for periodic deep cleaning, which remains under the planned routines of the core custodial team.
- **Outdoor and Satellite-Facility Staff:**
 - Cleaning and servicing the offices, washrooms, and laundry area of two small satellite buildings.
 - Not responsible for general outdoor grounds or hardscape surfaces, which fall outside the current custodial scope.
 - We have strongly recommended that these two small buildings be serviced by a third-party (subcontracted) provider, because one of them is located a significant distance from the main site (approximately a seven-minute drive) and requires servicing 365 days per year. A dedicated subcontractor for these locations allows [Client] to maintain reliability without drawing resources away from the main site.
- **Event Support Staff:** Assigned before, during, and after events to:

-
- Participate in the strike of existing daily-use furniture and the set-up of event layouts (tables, chairs, podiums, dividers, etc.).
 - Provide continuous patrolling of public areas and washrooms during events.
 - Support post-event turnaround so that spaces can be returned quickly to their original configuration for regular programs such as school visits and day camps.

Each team member is trained to understand both their specific responsibilities and how their work contributes to the overall performance of the [Client] contract.

5.2.4 HR Coordinator

We designate an HR Coordinator to support the [Client] account and to ensure that staffing and training foundations remain strong and stable. In relation to this contract, the HR Coordinator:

- Manages or supports recruitment, screening, and hiring for custodial and supervisory staff assigned to [Client].
- Coordinates onboarding and training, including tracking completion of corporate orientation, health and safety training, WHMIS, and site-specific modules related to [Client].
- Oversees staffing logistics, including maintaining rosters, tracking vacancies, and coordinating with the Site Manager on coverage plans for events, seasonal changes, and absences.
- Coordinates supply procurement and logistics in partnership with the Site Manager and Operations Manager, ensuring that equipment, consumables, and PPE are available in the required quantities.
- Monitors HR-related metrics (turnover, attendance patterns, training completion) and informs the Site Manager of progress and any issues that may affect service quality.
- Supports the implementation of health and safety requirements from an HR perspective, including documentation of training, communication of policy updates, and recordkeeping.

This HR support gives the on-site team a stable foundation and frees the Site Manager and Supervisors to focus on service delivery and client-facing needs.

5.3 Staffing Levels and Shift Coverage

We have developed a staffing plan that aligns with the hours of operation, the PPM requirements, and the seasonal and event patterns at [Client].

[Pricing detail, including the Schedule of Price, is provided under separate cover — Confidential.]

5.3.1 Base Staffing

We have established base staffing levels for typical operating periods, ensuring that:

- Daytime shifts have sufficient porters and cleaners to maintain public areas, washrooms, program spaces (including school-visit and summer-camp areas), and offices in a presentable state throughout the day.
- Evening or overnight shifts have the capacity to complete more extensive cleaning tasks that are less suited to busy hours, such as machine floor cleaning, detailed washroom work, and deep cleaning in offices, galleries, and performance or program venues.

-
- Shifts are structured with overlap between key periods (for example, early morning and daytime; daytime and evening) to ensure continuity and handover between teams, especially when there are early set-ups or late post-event strikes.

5.3.2 Seasonal Adjustments

We recognize that [Client]’s activity levels vary with the seasons — for example, higher activity during summer programming, festivals, and children’s camps. Accordingly, we build seasonal variations into our staffing plan, increasing coverage in periods of higher demand and scaling back to base levels in quieter periods, in line with the contract’s scope.

Seasonal adjustments include:

- Additional porters and washroom custodians during peak visitor and event seasons.
- Greater event set-up and strike capacity for periods with multiple concurrent events across the site.
- Focused deep cleaning and floor care during shoulder periods when program and event intensity is reduced.

5.3.3 Event and Surge Coverage

Beyond base and seasonal staffing, we provide the ability to add staff in response to:

- Large or high-profile events
- Multiple concurrent events
- Short-notice additions or schedule changes

We use our broader GTA workforce as a resource pool to draw additional staff from when required, and we configure our internal scheduling practices to support this flexibility. This allows us to handle peak periods without compromising routine service in other areas, and to respond to last-minute layout changes or floor-plan revisions that are common in event environments.

5.3.4 Absence and Contingency Management

We manage staff absences through:

- A clear call-in and notification process for workers, documented in our HR procedures.
- A roster of cross-trained staff who are familiar with multiple zones or tasks and can step into different roles as needed.
- Supervisory oversight to redistribute tasks temporarily when necessary, with the Site Manager and HR Coordinator working together to secure additional coverage if absences extend.

This approach ensures that [Client] does not experience service gaps due to individual absences, and that coverage remains aligned with the Scope of Work.

5.4 Recruitment, Screening, and Retention

We treat recruitment and retention as critical to the stability and quality of the service at [Client].

5.4.1 Recruitment and Screening

We apply recruitment practices focused on:

- Identifying candidates with prior custodial, event-support, or facilities experience where possible.
- Assessing reliability, work ethic, and suitability for working in public-facing and event-driven environments.
- Verifying references and, where required by [Client] or by legislation, completing any additional background checks.

We make it clear during recruitment that roles at [Client] require adherence to specific site rules, professional conduct standards, health and safety practices, and flexibility for event set-up, strike, and turnaround. This upfront clarity helps us select candidates who are more likely to succeed and remain in their roles.

5.4.2 Onboarding and Integration

Once hired, we integrate new staff through a structured onboarding process that includes:

- Corporate orientation ([Service Provider]'s expectations, code of conduct, general health and safety responsibilities).
- Contract-specific context (the nature of [Client], key spaces, visitor-facing expectations, and event environment).
- Required training modules (WHMIS, Safe Work Procedures relevant to their role, emergency procedures, and event-support protocols).

We support this onboarding with checklists and sign-off forms, ensuring that new hires have a clear path into their roles and that we can confirm completion of critical steps.

[P&P Ref: Onboarding & Orientation]

5.4.3 Retention and Performance Management

We recognize that high turnover in custodial roles can disrupt service consistency. To reduce turnover, we:

- Provide clear expectations and feedback so that staff know what is required of them and how their performance is evaluated.
- Ensure fair and respectful treatment, including a clear process for addressing concerns or complaints.
- Recognize good performance through positive feedback and, where feasible, advancement opportunities to supervisory or specialized roles (such as Lead Hand or event-support specialist).

Where performance concerns arise, we apply a progressive approach that includes coaching, additional training, and formal performance discussions, up to disciplinary action where necessary. This structured approach allows us to address issues early and to maintain a reliable and engaged team.

In summary, we have established an organizational structure, staffing plan, and HR framework specifically designed to support [Client]'s custodial and cleaning requirements. Through clearly defined roles, appropriate supervisory coverage, robust recruitment and retention practices, and documented

procedures, we provide a staffing foundation capable of delivering consistent, responsive, and safe service over the full term of the contract.

Copyright - The Write Direction Inc.

9. Quality Assurance and Performance Management

[Service Provider] treats quality assurance as a deliberate, structured process rather than something that happens informally. For [Client], we have developed a Quality Assurance (QA) and performance management framework that combines clear standards, systematic inspections, issue-resolution processes, and continuous-improvement practices.

We designed this framework to give [Client] confidence that custodial and cleaning services are consistently delivered as expected, and that any issues are recognized, addressed, and learned from.

9.1 Cleaning Standards and Service Levels

We have established cleaning standards that define what “good” looks like in each space type at [Client]. These standards reflect both [Service Provider]’s internal expectations and [Client]’s requirements.

9.1.1 Space-Specific Standards

We set practical cleanliness standards for:

- **Public washrooms** — fixtures clean and disinfected; floors free of debris and visible soil; mirrors and partitions free of streaks and marks; consumables stocked; odours controlled.
- **Lobbies, corridors, and stairwells** — floors free of litter and visible soil; glass free of obvious fingerprints and smudges; railings and touchpoints wiped regularly; signage unobstructed.
- **Theatres and performance venues** — seats and armrests free of litter; aisles clear; floors vacuumed or cleaned according to schedule; any spills or stains addressed promptly.
- **Galleries and exhibition spaces** — floors and exposed surfaces clean without interfering with artwork or displays; pathways clear; dust minimized on visible surfaces.
- **Offices and meeting rooms** — desks and surfaces wiped according to agreed parameters; waste removed; floors cleaned; touchpoints addressed; confidential material left undisturbed.
- **Outdoor areas** — litter picked; waste receptacles serviced; entrance areas presentable; seasonal debris (e.g., leaves, tracked-in salt) controlled as per scope.

These standards are documented in our internal procedures and are discussed with [Client] during mobilization so that both parties share the same expectations.

9.1.2 Service Levels and Response Times

In addition to visual standards, we define service levels, including:

- **Routine completion targets** — all scheduled tasks for a given shift completed within the designated time windows.
- **Ad hoc response** — spills, visible incidents, or urgent requests during operating hours responded to within a defined time frame (e.g., minutes rather than hours).
- **Event clean-up** — pre-event cleaning completed before doors open; post-event cleaning completed within agreed turnaround times, ready for the next scheduled use.

We communicate these service levels internally so that staff and supervisors understand the importance of timeliness as well as thoroughness.

9.2 Inspection and Monitoring Program

We operate a structured inspection and monitoring program at [Client]. This program provides objective data about how well standards and service levels are being met.

9.2.1 Routine Inspections

Supervisors conduct routine inspections according to a defined schedule, which typically includes:

- **Daily spot checks** of key public areas and washrooms during high-traffic periods.
- **End-of-shift inspections** to confirm completion of tasks and identify any outstanding issues.
- **Weekly or monthly detailed inspections** of specific zones or tasks, such as deep cleaning, high dusting, or machine floor work.

These inspections use standardized checklists that cover cleanliness, safety considerations, and completion of scheduled tasks. Each checklist includes space for comments and identification of corrective actions where needed.

9.2.2 Joint Walkthroughs and Client Feedback

We recognize the value of [Client]'s perspective in evaluating service. Where requested, we conduct joint walkthroughs with [Client] representatives, using either our standard inspection forms or a mutually agreed format.

During these walkthroughs, we:

- Review conditions in public areas, washrooms, performance venues, galleries, offices, and outdoor spaces.
- Discuss any concerns or recurring issues observed by [Client] staff.
- Identify priority areas for improvement or adjustment.

We treat feedback from these joint activities as an integral part of our monitoring process and capture it in our QA records.

9.2.3 Trend Analysis and Reporting

We do not treat inspections as isolated events. We compile inspection results over time to identify trends such as:

- Recurring issues in the same area (e.g., a particular washroom consistently underperforming).
- Repeated shortfalls on specific tasks (e.g., high dusting being missed, floor edges accumulating soil).
- Time-of-day patterns (e.g., conditions deteriorating in certain zones during specific periods).

These trends inform our management decisions, such as adjusting staffing, rescheduling certain tasks, reinforcing training, or revising Safe Work Procedures. Where [Client] requests summary reporting, we can provide periodic QA summaries (e.g., monthly or quarterly) that highlight findings, actions taken, and improvements observed.

9.3 Issue Resolution and Corrective Action

We operate a clear process for handling issues, whether identified through inspections, raised by [Client], or reported by staff.

9.3.1 Issue Intake

Issues are captured through multiple channels:

- Verbal or written feedback from [Client] staff to the Site Manager or Supervisor.
- Observations during inspections.
- Internal escalation from front-line staff.

When an issue is raised, we log it with basic details such as location, description, time, and source of the report.

9.3.2 Immediate Response and Correction

For issues with immediate operational impact (e.g., unclean washrooms, spilled liquids, overflowing waste, visible deficiencies prior to an event), we prioritize prompt corrective action. Supervisors assign staff to address the problem as soon as possible and verify completion.

9.3.3 Root Cause Identification

For recurring or more serious issues, we look beyond immediate correction to the underlying causes. We examine factors such as:

- Adequacy of current task frequencies and schedules.
- Clarity and practicality of existing Safe Work Procedures.
- Training coverage and comprehension.
- Staffing levels and skill mix.
- Equipment condition and suitability.

This root-cause analysis allows us to determine whether an issue is a one-time lapse or a systemic problem requiring changes in how work is organized or supported.

9.3.4 Implementation and Follow-Up

Once corrective actions are defined, we:

- Assign responsibility and timelines for implementation.
- Communicate changes to affected staff through briefings, toolbox talks, or targeted training.
- Monitor the affected area or task more closely for a period of time to confirm that the issue is resolved.

We document key corrective actions and outcomes in our QA records, providing a traceable record of how issues have been addressed over the life of the contract.

9.4 Continuous Improvement

We embed continuous improvement into our QA process rather than treating it as a separate activity. Our approach is to use the information we collect to make small but meaningful adjustments over time.

9.4.1 Inputs to Continuous Improvement

We draw on several inputs to guide improvement efforts:

- Inspection results and trends.
- Incident and near-miss reports, including root-cause findings.
- Feedback from [Client] staff and management.
- Suggestions and observations from front-line workers and supervisors.
- Changes in [Client]’s operations, layout, or programming.

9.4.2 Improvement Actions

Based on these inputs, we implement improvement actions such as:

- Revising task frequencies for specific areas (e.g., increasing porter checks in a consistently busy washroom during certain events).
- Updating Safe Work Procedures to reflect better methods or new products.
- Adjusting staffing allocations across shifts or zones.
- Introducing new tools or equipment that improve efficiency or quality.
- Enhancing training content to address common gaps or misconceptions.

We aim for manageable, incremental improvements that collectively raise overall performance and reduce the likelihood of recurring issues.

9.4.3 Review and Communication

We periodically review improvement actions at the management level (Site Manager with [Service Provider] leadership) to assess their effectiveness and identify further opportunities. When changes are significant or relevant to [Client]’s interests, we communicate these actions and outcomes as part of service review discussions. This gives [Client] visibility into how feedback and data translate into tangible improvements on the ground.

9.5 Documentation, Records, and Transparency

We maintain documentation and records that support our QA and performance-management framework, including:

- Completed inspection checklists and associated notes.
- Logs of issues raised by [Client] or observed internally.
- Records of corrective actions and follow-up checks.
- Trend summaries and periodic QA reports.

These records not only help us manage the contract internally but also provide [Client] with evidence of the diligence behind our service. When requested, we can share relevant portions of this documentation to demonstrate how we monitor and control quality.

Through this Quality Assurance and Performance Management framework, we provide [Client] with more than simple custodial tasks; we provide a managed service in which standards are defined, performance is measured, issues are addressed systematically, and improvements are driven by evidence rather than by assumption.

Copyright - The Write Direction Inc.

13. Value-Added Benefits and Innovations

[Service Provider] has approached [Client]’s RFP with the understanding that you are seeking not only a compliant custodial provider, but a partner who adds tangible value beyond baseline cleaning tasks. We have built a number of value-added elements and practical innovations into our standard way of working and tailored them to a site such as [Client]. These are not treated as extras; they are built into how we plan, supervise, document, and improve our service.

13.1 Structured Reporting and Operational Transparency

We recognize that [Client] benefits from visibility into how custodial services are managed day-to-day, and we incorporate structured reporting practices that go beyond verbal updates.

13.1.1 Operational and QA Summaries

We can provide periodic summary reports (for example, monthly or quarterly) drawing on the records we already maintain through our Policies & Procedures framework — including inspection results for priority zones, notable issues raised by [Client] staff and how they were addressed, corrective actions and follow-up checks, and any recurring patterns. Because inspection forms, issue logs, and corrective-action records are already built into our QA system, preparing these summaries is a natural extension of our existing processes rather than an ad hoc task.

We have also evaluated, and are prepared to use, a digital cleaning-validation and task-tracking platform to track, validate, and evidence cleaning tasks without adding extra work for the cleaning team. Further information can be provided should [Client] be interested.

13.1.2 Health & Safety and Training Snapshots

In addition to cleanliness-focused reporting, we can provide high-level snapshots of training completed for staff assigned to [Client] (using our Training Matrix and attendance records) and of health and safety activities such as toolbox talks delivered on site and improvements made as a result. These snapshots show [Client] that behind the visible cleaning work there is a structured foundation of training and safety management.

13.2 Enhanced Event Support Practices

Event operations are central to [Client]’s identity, and we treat event support as a specific value-add area rather than a simple extension of routine cleaning.

13.2.1 Event-Specific Planning Templates

We have developed event-support templates — simple event-cleaning plans outlining pre-event preparation, during-event porter positions and patrols, and post-event tasks, along with quick-reference sheets for high-priority washrooms and public areas across different event configurations. These templates make it easier for our Site Manager and [Client]’s event and operations teams to align expectations and adjust coverage efficiently as event schedules evolve.

13.2.2 Post-Event Review and Adjustment

For major or recurring events, we conduct brief post-event reviews considering how well coverage matched actual demand, any complaints or compliments related to cleanliness, and specific bottlenecks. We then incorporate lessons learned into future event staffing and cleaning plans, so that each iteration benefits from the last.

13.3 Practical Communication Channels

We add simple, practical communication mechanisms: a clearly identified Site Manager contact and backup contact for operational and urgent matters; a defined protocol for receiving and logging service requests or concerns; and daily or periodic check-ins between the Site Manager and designated [Client] staff. Because these channels are integrated into our Policies & Procedures and QA processes, each contact point leads directly into our logging, follow-up, and corrective-action routines rather than remaining informal or untracked.

13.4 Documentation as a Value-Add, Not Just Compliance

We treat our Policies & Procedures Manual and Safe Work Procedures library as a practical value-add for [Client], not just an internal compliance exercise. For [Client], we create a site-specific addendum that maps our generic procedures to the specific zones and tasks in your Scope of Work and PPM schedules, adds notes on special areas and surfaces, and includes copies of the most relevant Safe Work Procedures for high-risk or high-visibility tasks. Where [Client] wishes to see how certain tasks are structured, we share relevant excerpts or sample procedures to support joint understanding and alignment.

13.5 Environmental Enhancements and Stewardship Support

Beyond baseline cleaning, we contribute to environmental stewardship in ways aligned with [Client]'s public identity — recommending low-odour or environmentally preferable products in confined or public-facing spaces, adjusting practices to reduce water, chemical, or consumable waste without compromising hygiene, and supporting client-driven waste and recycling initiatives through targeted staff training and practical feedback on recurring contamination issues. We propose changes only where they are compatible with [Client]'s standards and offer a clear environmental or operational benefit.

13.6 Flexibility and Scalability as Built-In Features

We recognize that [Client]'s needs are not static: program schedules change, visitor volumes fluctuate seasonally, and new spaces or uses may emerge over time. We build flexibility and scalability into our service model as an inherent feature:

- Maintaining cross-trained staff capable of working in multiple zones or roles, allowing us to reassign personnel efficiently when demand shifts.
- Drawing on our wider GTA workforce to add temporary resources for large events, special projects, or unexpected needs.
- Adjusting cleaning frequencies and patterns based on real usage data and joint discussions, rather than holding rigidly to an initial plan when circumstances have evolved.

Because these flexibilities are supported by our staffing, training, and scheduling procedures, they are manageable and controlled rather than improvised.

13.7 Partnership-Oriented Service Reviews

Finally, we treat service reviews as opportunities to strengthen the partnership rather than as purely contractual checkpoints. At a cadence agreed with [Client], we share a concise view of QA findings, incidents, and training activities; review upcoming events, seasonal shifts, or operational changes; discuss any concerns or suggestions from [Client]’s side; and propose adjustments or improvements based on trends from our QA and health and safety systems.

Through these value-added benefits and practical innovations, we aim to demonstrate that [Service Provider] has not only met the baseline custodial requirements set out in the RFP, but has also brought additional structure, transparency, and partnership-oriented practices that enhance the overall service delivered to [Client].

[SERVICE PROVIDER LOGO]

[Phone] · [Email] · [Website]

[Service Provider]

Copyright - The Write Direction Inc.